

TAKE THIS JOB

And



LOVE IT

A Guide for AMEDD/ BAMC Command Spouses

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Preface



Military life is unique. When combining a health care profession with a military career it is an enigma of experiences. Some of us find this itinerant, ever-changing lifestyle an exciting challenge while others prefer more stationary lives. For most AMEDDD families either lifestyle is possible depending on the career pattern chosen by the military member.

As time passes, rank and responsibility increase adding the need for leadership skills in the military career. This impacts on the spouse as we follow the military family tradition of caring for our own. With this in mind we have gathered ideas and information tailored specifically for the AMEDDD spouse in the dynamic arena of leadership.

The intent of this guide is to be a handy reference of ways that others have met challenges of the commander's spouse. Perhaps these words express it best...

“Experience is yesterday's answer to today's problems.”

Marilyn Ledford

Washington D.C.

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Silent Support

When I depart, will they know of my life;
The life, that is, of the Army Wife?
Will they know I'm proud of what I have done
Of what I have seen, and where I have gone?
Will they know that I chose, I volunteered,
To stand beside the one I hold dear?

My country asked me to give and to serve
In silent support...and without reserve.
Like the eagle above I spread my wings;
Protected my home, and all that it means.
I stayed behind with a fear that was deep
And my private prayer... "the peace, please keep."

The lyre of life is the music I play,
In harmony I've guided each day.
I balanced my family, my friends....myself
Tried to be faithful, and tried to give help.
I quietly watched my family grow
The years have gone by...and what does it show?

Our work together will never be done.
I'll always be there...out battles are one.
And where does hope find a home that is safe,
A home where duty has beauty and grace?
The answer's clear when i look at my life,
It's found in the heart of each Army Wife.

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“I AM THE NATION”

INTRODUCTION

“It’s nice to be important, but it’s more important to be nice”

---anonymous---

When the official orders are signed and the new commander accepts the unit colors, the responsibility and challenge of command begins not only for the commander, but for the commander’s spouse as well.

Usually an AMEDD commander is well prepared through command training and written guidance. His position comes with a staff of personnel to assist him.

The spouse, however, may have little training and certainly has no staff. If the spouse grew up in a military family, or spent time living on military posts prior to command, this transition may be eased by familiarity with military customs and protocol. Some spouses may have benefited from past leadership training or were able to attend the Pre-Command Course at Fort Leavenworth. (for information regarding this course visit: [Http://www.jackson.army.mil/pcc/pcc.htm](http://www.jackson.army.mil/pcc/pcc.htm))

However, unlike most spouses, AMEDD command spouses have not necessarily “risen through the ranks”. Usually we have not had the opportunity to learn command responsibility gradually through company, battalion and brigade level command experiences. Many of us have spent the majority of our Army lives associated with purely clinical environment. For others, military life is totally new.

There are expectations for our leadership ability and expertise as the “Representative for the unit” or “First Lady”. There is an assumption that the commander’s spouse will have a representative or leadership role in military community affairs relating to the unit.

This book evolved from a survey of AMEDD command spouses that highlighted some of the rewards and pitfalls of life as “the commander’s spouse”. It is intended for command spouses and appointees serving in a unit leadership role.

As more women join the army ranks, they too are among those assigned to command. For the sake of simplicity we have chosen to use male commander/female spouse designation.

It is understood that each organization and each command team is unique. Thus, some of the information contained here may not be applicable to every command. It is hoped that this will be a reference guide to ease your way through the command maze so you, too, can...

“TAKE THIS JOB AND LOVE IT!”

Chapter 1

The Commander's Spouse

“I’m here only because I happen to be married to the commander.”

---A Ft. Bragg commander's wife---

Every AMEDD command experience is different. This statement is echoed by all who have gone before. But, there is a common thread that binds them all: A spouse's responsibility to support the commander and her own family! You were husband and wife, and possibly mother and father, before the word “command” came in the picture. These primary relationships will still need your attention and your nurturing even though you are now a “command team” as well.

Expectations

Above and beyond caring for the home you may be expected to:

- Represent the unit on post at meetings, ceremonies and social functions and within the civilian community as well.
- Disseminate post information to AMEDD unit members
- Disseminate post information to AMEDD unit members
- Solicit from the community feedback regarding the AMEDD
- Be an advisor to AMEDD women's organizations
- Welcome unit newcomers
- Be a “family advocate” and “team player” within the AMEDD unit
- Mentor younger spouses by providing and organizing leadership training for interested members
- Encourage and support volunteer organizations on and off post.

“The real leader has no need to lead. He is content to point the way.”

---Henry Miller---

Developing your own leadership style within your unit, while learning to function as an integral part of the post, is one of the many challenges you face.

Most posts have monthly meetings of the senior spouses, which include the AMEDD (hospital, DENTAC, medical brigade, et al) command spouses. Information, concerning your position and responsibilities within the military community, can often be passed along to you by the previous commander's spouse.

“What we give, we usually get back. If we are friendly, we have friends; If we are consistently kind, we invariably reap the harvest to that kindness.”

The working – or otherwise occupied – spouse

You and your husband will work together for the unit and the people in it. This is a unique opportunity to share a very special partnership.

The military community assumes the commander's spouse will accept the responsibility of leadership. This is true even though the non-working spouse is rapidly becoming extinct! Regardless of own rank, title, or other personal career or personal accomplishments, the expectations and responsibilities are still present.

“It is the greatest of all mistakes to do nothing because you can do only a little. Do what you can.”

---Sidney Smith---

Although it is easy to resent the expectations and responsibilities, they do not need to come at the expense of your personal commitments. It is necessary to work harder at delegating some of the responsibilities to others who are able and willing to help. Using your unit organizational chart (see appendix V) you can seek assistance through the chain of command, beginning at the top and working through the spouses of AMEDD leadership in search of consenting spouse. In this way, no one is ignored or forgotten and seniority is honorably maintained.

Additionally, you may try to:

- Communicate with your unit by way of newsletter
- Be available by phone at specific times
- Arrange your work schedule for an occasional free day in order to participate in some of the unit activities.
- Attend evening and weekend functions
- Find some way to volunteer.
- Show appreciation and publicly recognize those who take your responsibilities.
- Maintain close communication with those who represent you at meetings and functions
- Support the decisions and actions of those who have agreed to help you – allow them the freedom to function effectively as your representative.
- Let the unit wives know your arrangements.
- Be organized!

In the event that the commander is unmarried or the spouse is unable to perform her functions, the appointed person is expected to perform the same functions and duties of leadership in the post community.

“It’s Lonely at the Top”

With the positions of commander and commander’s spouse comes the possibility that not all policies and decisions will be appreciated or liked. It can be difficult to ignore the fact that conversations may stop when you enter a room. Understanding that you’re spouse is in a position of authority and remember what it was like when you were the spouse of a young officer will help you appreciate what is happening around you.

Whether there is an unspoken desire to have you pass along unit concerns and complaints to the commander, discuss AMEDD policies, command decisions, or community problems, many may want to seek out your thoughts and reactions. Listening will be your best and most frequently used leadership tool.

“There are times when silence has the loudest voice”

--- Leroy Brownlow ---

Discussing command decisions and policies with unit members or their spouses should be avoided. Your spouse needs to feel that he can speak to you in confidence, seek your advice, and receive your support.

Be positive and enthusiastic! Problems can not be solved by criticizing or complaining. When appropriate, find solutions to problems or help others find them (see chapter 9). Be the first to recognize the time for compromise. Lead by example.

- Make – and take – time for yourself.
- Find someone willing to coordinate spouses’ activities.
- Be a facilitator, involve the group in decision making whenever possible and appropriate.
- Find a friend outside the unit who can advise you (ie. Another commander’s spouse from post).
- Talk over problems and successes with your spouse.
- Show appreciation! Let your spouse know where your help is coming from.
- Understand that you do not have to be perfect.

“Nothing great was ever achieved without enthusiasm. It overcomes discouragement and gets things done. It is the magic quality. And the remarkable thing is – It’s contagious!”

---Carolyn Coats---

Chapter 2

Leadership Training

“Leaders have two important characteristics: First, they are going somewhere; and second, they are able to persuade others to go with them.”

Throughout your husband’s career he has been exposed to a variety of training experiences preparing him for his current leadership role. While expectations of leadership surround the commander’s spouse, little formal leadership training is available to her.

Pre-Command Course

The Pre-Command Course held at Ft. Leavenworth is an excellent opportunity for commanders and their spouses to explore the challenges of command. Recognizing the importance of leadership training for command spouses, the Army funds spouse attendance at this week-long course (two weeks for the commander). The course consists of seminars in group dynamics, meeting management, public speaking, stress management, volunteering, and effective communication, all providing valuable information to be used and passed along to other members of the command community.

If you are unable to attend this course at the same time as your spouse, you may attend at a more convenient time for you. Total Army Personnel Command (PERSCOM) is the agency to contact at [Http://www.army.mil](http://www.army.mil) and hit the PERSCOM link.

Local Options for Leadership Training

OWC (Officer's Wives Club) seminars, and AWAG (American Women's Activities in Germany) symposiums are valuable resources on the local level.

**“Example is not the main thing in influencing others...It is
the only thing.”**

---Albert Schweitzer---

Mentoring – Our Pledge to Help Each Other

It is most important that all AMEDD command spouses make a commitment to mentor each other. Share you ideas, your mistakes and your successes with your contemporaries and with those who come after you. “Command Spouses” is not an exclusive club. There will always be new command teams facing the same challenges you and your husband faced in your first command.

- Remember those things that helped you get through your self-doubt and anxiety, and share them.
- Remember the pitfalls you with someone had warned you about, and share those as well
- Remember hoe you felt on the first day at your new post, and see if you can make it easier for someone else.
- Together we can grow, learn, and help each other.

Chapter 3

Moving In



A set of orders, some packing boxes, and you and your spouse are on your way to a new post, new command, and a new group of friends.

- What assistance can you expect from your predecessor?
- What responsibilities do you have with the change of command activities?
- What will be expected of you when you arrive?

It is normal to be apprehensive. You and your spouse will be facing new challenges and enjoying new experiences. This can be an exciting opportunity. Talk to your spouse about your fears, expectations, working together, priorities, juggling your roles of wife, mother, volunteer, and commander's spouse. Move with enthusiasm, optimism, a sense of adventure and a sense of humor!

“It is a good and safe rule to sojourn in every place as if you meant to spend your life there.”

---John Ruskin---

Assistance from Your Predecessor

As you are preparing to move, questions and concerns will arise about the new post, area, housing, and unit. The outgoing commander's spouse should send this information to you. If you have not heard from them within a few weeks of taking command, you should initiate communication. Remember they are just as busy as you are.

Communication between the new and the old is very important. Letters, E-mail and phone conversations are quite sufficient if personal

meetings aren't possible. Some Information that is helpful to a smooth transition may include:

- This book
- Roster (unit social roster, post, OWC, etc.)
- Calendar of events (past, present and future)
- Names of key volunteers
- Meeting information (5W's and How)
- Relationships with unit, post, and civilian community
- Suggestions (what worked – what didn't)
- Local organizational charts

Change of command

The outgoing commander is responsible for coordinating all aspects of the change of command ceremony, to include paying for and issuing invitations. You as the receiving commander's spouse are responsible for mailing a list of guests and information concerning your arrival to the spouse or representative of the outgoing commander. If the outgoing commander does not request this information, don't hesitate to call.

The incoming commander is responsible for planning, hosting, and paying for the reception following the change of command ceremony. This may be difficult when coming from a distance. You can rely on the unit secretary or staff for assistance in reserving facilities and obtaining menus. In smaller units, a cake and beverage table at the ceremony is all that is required.

It is customary for the outgoing commander to depart directly from the ceremony and the incoming commander to immediately assume command of the unit.

When you arrive

- Unpack and get settled in before attempting to tackle any of your new responsibilities.
- If the senior spouse on post has not contacted you within a few weeks of your arrival, initiate a phone call to express your enthusiasm for your new assignment and your willingness to participate and assist with post activities.

- Listen, question, be open, evaluate, be patient: quick changes may make the unit uncomfortable. Give yourself some time to see how the unit functions.
- Learn the acronyms that are unique to your new post and quickly familiarize yourself with the unit, the post, and the key people and organizations.
- Meet the other AMEDD command spouses on post; they will be a great source of friendship and information.
- You may be expected to host a welcome coffee for the other unit newcomers.
- Smile, be friendly, be sincere, and be yourself!

“Being yourself is the easiest thing. The most difficult thing is to be what other people want you to be.”

Chapter 4

Relating to Your Spouse's Unit

Your spouse is your primary liaison with the unit. Good communication is crucial in relating to unit personnel. There are legitimate needs for which you can expect assistance from unit personnel. It may be wise, especially in the beginning, to make requests for assistance through your spouse. This will help avoid potential conflicts. After you have been a part of the unit for a while you will have a better understanding of how you can personally relate to the unit personnel with whom you need to work. Developing a good relationship with unit personnel, one built on mutual respect and appreciation is important and deserves an extra effort.

“The first foundation of friendship is not the power of conferring benefits, but the equality with which they are received, and may be returned.”

---Funius---

Key Personnel

DEPUTY COMMANDER FOR ADMINISTRATION (DCA)/CHIEF OF STAFF (CofS)- A Medical Service Corps officer responsible for administration in hospitals.

DEPUTY COMMANDER FOR CLINICAL SERVICES (DCCS)- A Medical Corps officer responsible for clinical administration in the hospital. Requests for volunteer assistance and donations may come through the DCCS.

CHIEF OF STAFF/ EXECUTIVE OFFICER (XO)- The administrative arm in some AMEDD commands. Organizations Days, Family Field Exercise Visits, and other activities requiring logistical support are best organized with assistance of the CofS or XO. Normally a Medical Service Corps officer.

COMMAND SERGEANT MAJOR (CSM) or 1ST SERGEANT (1ST SGT)- The size of the unit will determine whether a CSM or a 1st SGT is the senior NCO. This individual is responsible for all NCO and enlisted personnel and can provide valuable advice about how you can best support the enlisted soldiers and their families. The CSM/1st SGT and their spouses are vital elements in a well-functioning Family Support Group. Working with these individuals can share new family orientations are support NCO/Enlisted social activities. Inviting the spouse of the CSM/1st SGT to participate in the officers' spouses' activities is encouraged. This can be one of the most rewarding friendships of your command experience.

SECRETARY- The secretary's primary responsibility is to the commander. As the corporate and historical memory for the unit secretary is invaluable. In many instance the secretary can be resource for accessing post and civilian community information. The secretary also:

- Coordinates the commander's daily and official social calendar, and keeps the commander's spouse informed about these commitments and about these commitments and official invitations and functions to which shi is invited.
- Prepares invitations and accepts RSVP's for official social functions hosted by the commander and spouse.
- Has access to unit rosters and possibly key post personnel and civilian and retired friends of the unit in local community.

As a valuable member of the commander's staff, the secretary deserves respect, appreciation, and support. Keep the secretary informed of family or other non-military events that may effect your spouse's schedule, and work with the secretary with setting dates for special activities requiring his presence. Develop a working relationship with the secretary that is best for both of you.

AIDE DE CAMP – Only general officer commands have Aides De Camp, a junior officer personally selected by the commander. The aide will assist with the day-to-day official needs of the commander and may accompany him on official trips. The aide can assist with official entertaining and keep you informed about functions that you may wish to attend. Remember to show your appreciation.

DRIVER – The unit driver is assigned to the commander. As the spouse of the commander you are permitted to ride in the military vehicle (on the left side of the back seat) when accompanying your spouse to and from the unit for official functions. Do not expect to use the military vehicle and driver for any personal trips. (see chapter 10)

PERSONNEL OFFICER/ADJANT/ADMINISTRATIVE ASSISTANT – They are your direct contact for obtaining logistical support and permission for volunteer activities in the unit or hospital. They may also provide newcomer information and a social roster.

PATIENT ASSISTANCE REPRESENTATIVE – The “complaint and concern department” within the hospital is one of the problem solving resources for patients. Refer community member to this office. The exception might be a situation that, in your judgement, warrants the commander’s personal attention.

CHAPLIN – The Chaplain’s office is another good resource for problem solving assistance, and for crisis management of counseling. Use it when necessary.

Developing A Relationship with the NCO/Enlisted Spouse

“Eighty-three percent of all Army Spouses are married to enlisted soldiers.”

---Deputy Chief of Staff for Personnel: LTG Maxwell R. Thurman---

Working with the senior NCO spouses to provide guidance and assistance for the enlisted personnel and their families may be your biggest challenge as well as a source for your biggest rewards. Educating the young enlisted spouses about the mission of the unit helps them support their sponsor. This in turn insures unit cohesiveness.

Many enlisted wives are way from home for the first time. They may be overwhelmed by the demands of a military lifestyle. They may be faced with running a household alone and having no relatives nearby.

Because the junior enlisted spouse may have to work full-time, free time may be almost non-existent. Desire and opportunity to participate in wives’ activities may be extremely limited.

Telephone communication networks, evening seminars, or coffees on weekends may be most effective for group development. You may also find that enlisted spouses are more comfortable participating in couple or family activities.

“Preconceived notions are the locks on the door to wisdom.”

---Merry Browne---

Although you may think of yourself as friendly and approachable, you still represent the unit command structure. It can't be helped. Your spouse's "aura" is the extra baggage that comes along wherever you go. Stereotypes exist. Accept this and work to prove it unfounded. Being on a first name basis is a first step; but realize not everyone will be comfortable with that. You will be constantly working to make other spouses comfortable around you.

NCO/Enlisted Clubs and Auxiliaries

The most successful NCO/Enlisted wives' club may require some ground work by the commander's spouse but will function and flourish through the efforts of the NCO and enlisted spouses efforts.

DO – HELP – Encourage – and Support

DON'T – Plan everything – Do everything – or Decide everything

Explore the possibility of holding NCO/Enlisted spouse activities in the clinic, hospital, or other available post location. The problem that arises from asking an enlisted spouse to hostess an event in their home is space and expense. With a common area, you have the benefit of several wives sharing the responsibilities of childcare, planning and expense.

Starting a simple phone tree could develop into an extensive network of calls between friends. These informal conversations among friends lead to informal meetings that develop into a club full of enthusiasm and a continued comfort level.

Try to be available but don't be offended if this group is more comfortable without your regular participation. Be upbeat and lead from the front with your example. The way you react to the stress of unit demands will set the standard for others. Be a worker! Jump in when there is a need

to work together. Others will respect your efforts if you are willing to share the workload. Develop a good relationship between yourself and the enlisted members' spouses.

“Far and away the best prize that life offers is the chance to work hard at work worth doing.”

---Theodore Roosevelt---



The American Red Cross is represented on every Army post. The Red Cross is mandated by the U.S. Congress to provide emergency communications for the military and their families. In addition, monetary loans and grants are available to the soldier, based on need, in times of medical emergency or death in the family.

In the hospital the volunteer programs are governed by the Red Cross because they provide volunteers with an orientation, training, screening, placement, and last, but certainly not least, legal coverage for their prescribed volunteer activity.

Frequently the spouse of the commander is asked to be an advisor to the Red Cross and to assist in the search for major chair positions. Thank You coffees for unit Red Cross volunteers are a perfect opportunity to combine AMEDD efforts.

Information PLEASE!

Your primary responsibility to the unit will be the dissemination of information. Details of volunteer requirements, schedule and policy changes effecting family members, is given to the post commanders' spouses to share with their units. You will be a "public relations specialist," helping others understand how the AMEDD functions on your particular post. Be alert to

any situation that might require the commander's immediate personal attention.



Building Unit Morale

The commander sets the tone for special unit functions. Many of these activities are planned by unit personnel. If in doubt about the appropriateness of your participation seek the advice and guidance of your spouse. Religious or national holidays are opportunities for unit couple get-togethers, family functions, staff appreciation activities, or special volunteer efforts which help build unit morale.

The New Year's Day Reception is a traditional gathering hosted by the unit commander, to greet members of the unit and their spouses, and welcome in the New Year.

Regardless of who plans and executes unit social activities, it is wise to be sensitive to the needs and desires of the unit personnel, and the expense involved in these activities.

Ideas for Special Unit or AMEDD Activities

Holiday Party
Organizational Day
Crafts Workshop
Anniversary Balls
Prayer Breakfast

Oktoberfest
Dining-In or Dining-Out
Hail and Farewell
Sporting Events/Mini-Olympic
Family Ice Cream Social

New Family Orientation

Each summer brings many newcomers to the unit. Of these, a percentage are families new to the Army. They may not be aware of available resources or may be afraid to ask. This is an ideal opportunity for the unit spouses' group to join in a collaborative effort with the unit personnel officer to sponsor a newcomer's orientation as part of in-processing. The following list includes suggested topics, handouts and participants:

- ACS packet
- Quick guide to military, flag, social protocol
- Post map/telephone directory
- School information
- Recreation information
- Diagram of how to put the uniform together
- EFM packet
- Commissary/PX hours of operation and location
- Local points of interest
- And other post businesses that may be useful (vet, garden centers, post office, in-processing and decal registration, MP, etc.)

If time allows it is nice to conclude with a tour of the unit and a pot luck lunch supplied by the spouses organization. As part of your day's plan make child care arrangements for the family members (Attendance will improve , and it shows an understanding for the needs of your attendees.) It is a bonus if spouses' organization can cover the baby-sitting costs for attendees, or arrange for teenagers of the unit members to share the responsibilities of childcare. This type of orientation is beneficial both to family members new to the Army and those new to post.

Remember to have fun! What a great opportunity to welcome, get to know, and give a first impression to newcomers.

“Welcome is the best cheer!”

---Thomas Fuller, M.D.---

Chapter 5

The Post, Retired, and civilian communities

Moving to a new post is an adventure. Getting to know the history and traditions of the post will help you begin to feel at home. Learning about the types of units and their missions will enable you to better relate to the other command spouses on post.

“Nothing is interesting if you’re not interested”

---Helen Macinness---

Fitting in On Post

Health care is an integral part of every Army post. Military members and their families are entitled to quality medical care, and the AMEDD is committed to providing it. In one way or another the Army Medical Department touches the lives of every person on post.

AMEDD commanders can establish health consumer boards and hotlines to tap into the health care related suggestions and concerns of the community. AMEDD command spouses also have an active role in responding to the needs of the community. Senior wives meetings, church groups, PTA, scouts, volunteer activities all offer possibilities for sharing the AMEDD story and obtaining important feedback.

Another opportunity for you to show your support and concern for the community is through a “Well-Women’s Night”. This activity can be organized with the help of the hospital and DENTAC and hosted by the health services auxiliary. A series of lectures on topics pertaining to women’s health issues and an open panel discussion can be a wonderful opportunity for effective communication.

Community Outside the Front Gates

The most loyal and consistent support for the military is often found in civilian communities near military posts. Retired military families frequently settle near military installations to enjoy their benefits. The civilian community looks to military for employment opportunities and offers services not available on post.

This atmosphere creates a mutual need for support and communication between post and the surrounding community.

Occasionally the military will host or cosponsor benefits for local charities, handicapped children or sporting events.

**“As gold more splendid from the fire appears, Thus
friendship brightens by the length of years.”**

---Thomas Carlyle---

Retirees often miss the camaraderie that developed during their years in the military. Friendships and loyalties do not stop on the day of retirement. Many look forward to participating in unit social activities such as Anniversary Balls and retirement dinners. Consider including them if the situation allows it.

At the command level, entertaining local business and professional leaders can create a special bond of friendship. Keep the professional and civilian community in mind and be an “AMEDD Ambassador of Good Will”.

Guests in Foreign Lands

An overseas assignment is an adventure! We are guest and must respect the customs of the host country. Try hard and fast to learn as many as possible, and you will feel more comfortable with your surroundings. Invitations to an individuals home is taken very seriously. A prompt, personal response is expected. In many countries it is customary to greet each individual when entering or leaving a room or store. Be sincere in your efforts and approach this challenge as your personal effort at international relations.

- Red Cross
- Legal Aide
- AER
- ACS (Army Community Services)

Chapter 6

Clubs and Auxiliaries

Your life as a commander's spouse will be greatly enhanced if you are blessed with an active unit spouses' club or auxiliary. Some posts have individual spouses' organizations (i.e. MEDDAC, DENTAC) while others have combined into a single organization (i.e. Health Services Auxiliary).

Your Role

Regardless of the type of organization, the group should welcome you in some manner. They may invite you to hold an honorary position (president, vice president, or advisor) on their board. The position will depend on the structure of the organization's current constitution and bylaws. It is important to meet with other AMEDD command spouses and any other potential advisors to the board soon after you arrive, to discuss involvement and their commitment to the organization.

Right to Exist

Individuals will meet together in groups that share common interests. The largest and most popular groups are the ones that gather members from these smaller groups. Larger groups such as the AMEDD are well established with a constitution and bylaws. They are well organized and well supported. Support by organizations is important no matter how small the number of participants.

“The glory of friendship is not the outstretched hand, or the kindly smile, or the joy of companionship. It is the spiritual inspiration that comes to one when she discovers that someone else believes in her and is willing to trust her with their friendship.”

---Mrs. Andrew P Chambers---

Organizing a Club

If you do find yourself without an organized group, one of your first priorities should be an attempt to establish one. Remember, even a small coffee group is better than nothing. If there is already a club, you may want to consider a unit coffee group as a means of fostering unit camaraderie and encouraging support for membership in the larger club. If there is no organized AMEDD club, then perhaps a meeting with the different commands could be used as an initial step toward a more formal club.

Encourage other AMEDD spouses to assist you in your efforts to build a club. While speaking with them, acquire a list of possible candidates they feel would make a good chair person. Then invite a person to accept the responsibility of assuming the position. Be careful with the approach to allow the person to decline without feeling guilty. Having someone take role as chairperson prior to the first meeting allows for a sense of structure and eliminates some of the uneasy feelings about asking for a volunteer in a large audience. Assemble them together for an informal meeting perhaps over lunch and announce the chairperson.

If you must take responsibility yourself – PRESERVE!—and continue to let it be known that you seek leadership assistance for your group. True leaders will show themselves. Sometimes all they need is a little encouragement.

Constitution and Bylaws

Hesitate before changing the club constitution and bylaws. Form a committee to discuss all possibilities. Use the old constitution and bylaws if these documents exist, and the example give in AR 210-1 (Army regulation regarding the formation of private groups and foundations). Ideas from other club constitutions and bylaws can also be helpful. The constitution should be separate. It should tell what the organization is and what its purpose is. The bylaws should contain membership requirements, club organization, and job descriptions for elected, appointed and honorary board members based on the generalities contained in the constitution. Make the bylaws more versatile so that little change needs to take place for up to five years. An annual review is advised although changes may not be necessary.

Restructuring and Post Closures

If suggestions for disbanding or restructuring come from individuals outside the AMEDD be sure to consult the AMEDD board or membership before a decision is made. Never presume to decide such an important fate for your organization. Let the group make the decision based on all facts presented.

Individuals should not be forced to choose between the AMEDD club and a post-wide OWC. Encourage and support dual membership.

Supporting the Post OWC

Spouses of all units on post usually receive an automatic invitation to join the post-wide spouses' clubs. They may however, have membership criteria, including rank or position. They may choose their advisors using similar criteria. AMEDD command spouses may be asked to serve on the board of the post OWC as an advisor. Sometimes the president of your AMEDD club is asked to sit on the post OWC board.

Regardless of how your unit is recognized by the OWC it is important to encourage cooperation and membership in that organization as well as the AMEDD or unit group. Good representation from AMEDD units on post will enhance the image of the unit and encourage participation in the Army community. Individuals can benefit from membership in all types of organizations.

Clubs That Reach Beyond Post

Civilian spouses' organizations offering membership to military spouses differ greatly at each assignment. Many clubs choose membership by your spouse's rank or position. Some are open to all! If these organizations exist in your area, your predecessor should tell you of their existence, or the club itself will invite you to join.

Other civilian or military groups that welcome spouses are theatre and art guilds, Panhellenic, historical societies, garden clubs and chapel groups. Always find something in which to participate that is just for you! There are many "official" demands on your time. Don't forget to make – and take – time for yourself and your unique interests.

“What we do with our leisure time is almost as essential to our success as what we do during our working hours.”

Being an Honorary Official or Advisor

You are in a position to be asked to serve in an honorary or advisory capacity to your own unit women's group and perhaps to Red Cross, PX, Commissary Board, Post Museum and numerous other organizations. The following guidelines may be useful in this situation:

- Maintain an open line of communication with the board and the president
- Get involved in the activities
- Be available when advise and counsel are sought
- Listen – support – and encourage
- Give praise and encouragement

Occasionally honorary and advisory positions are misinterpreted to be decision and policy-making jobs. This impression must be avoided for the mutual respect and benefit of the organization. If you are unable to serve as the honorary officer or advisor to your AMEDD group check the constitution and bylaws before selecting a substitute. Consult with the president or chairman to determine the solution that serves the organization best.

“It takes a great person to give sound advice tactfully, but it takes a greater person to accept it graciously.”

Chapter 7

Family Support Groups

“You can not help men permanently by doing for them what they could and should do for themselves.”

A (FSG) Family Support Group is an officially sanctioned organization of officer and enlisted personnel and their family members. Its primary purpose is to provide support during unit mobilizations or deployment.

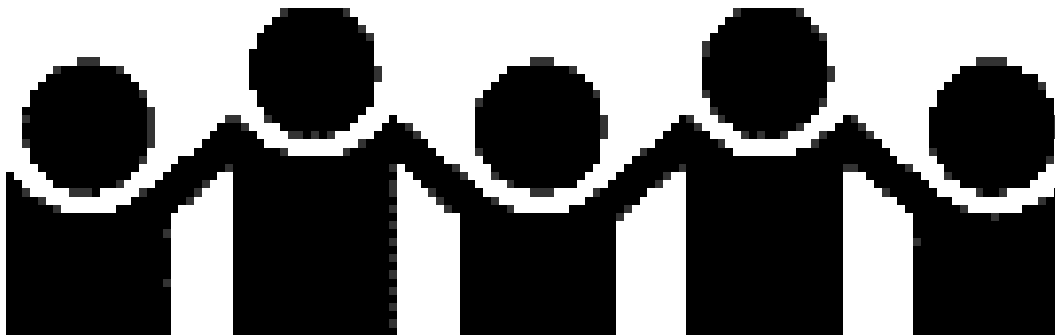
Requirements:

To be officially sanctioned an FSG must have:

1. Standard operating procedures (SOP's) or guidelines that establish goals, scope, structure, and responsibilities.
2. Command linkage demonstrating support and approval of FSG activities (a letter of understanding or approval)
3. Volunteer leadership that has command approval.
4. A functioning communication/support network (telephone tree/command letter/ FSG newsletter)
5. Incorporation into the family assistance plan.

Available Support

Unlike private organizations on post, officially sanctioned FSG's are authorized to receive financial and logistical support from the unit as long as it is not to the detriment of the unit.



FSG's can request:

- Office space and supplies
- Mailing privileges for FSG newsletters, welcome packets, and informational flyers
- Invitational travel orders for key leaders to attend FSG related conferences, seminars, or symposiums.
- Transportation support (military busses/cars) for FSG activities
- Funds to purchase information for dissemination to family members
- Certificates to be used for volunteer recognition and appreciation

Participation in a unit FSG is strictly voluntary. The best way to insure the success of an FSG is to stress the voluntary aspect of participation along with the benefits to be received by participation.

FSG Leadership

It is not necessary for the commander's spouse and senior NCO's spouse to be the leaders of an FSG. Although they may need to work together to establish an FSG it is strongly recommended that other family members or unit personnel eventually take over the leadership. It may take some time to find a volunteer. **DONT GIVE UP!** Willing volunteers are more enthusiastic than individuals tasked to fulfill a responsibility.

Because of multiple demands during a unit deployment, the types of support and activities are extremely varied. If your spouse's unit comes within a larger organization his unit may fit nicely into a larger "umbrella" FSG. That may include company commands, CSH and MASH units within the brigade command structure.

Needs During Deployment

Some support services that may be of use during a time of deployment are:

- Housing
- Family illness/death/surgery
- Assistance with pay
- Budget counseling/loan assistance
- Assistance with pending pregnancy
- Car problems
- ID card assistance
- Medical/dental care problem solving
- Baby sitters
- Psychological/religious counseling
- Assistance in adjusting with homecoming

Part of the responsibility of an FSG is to provide information about benefits and entitlements, wills, the Survivor Benefit Plan, the mission of the unit and post agencies beneficial in preparing for deployment. The FSG is successful when people realize that they are not facing the problems of deployment alone.

Resources

Agencies that can provide speakers and support during deployments are:

- VA
- Department of Social Services
- Public Health Department
- AA
- Chaplain's office
- Red Cross
- Legal Aide
- AER
- ACS

An effective FSG can be your best friend should your spouse's unit be deployed. Think of a FSG as a preventive medicine or a way to alleviate the need for crisis management. Be realistic.

Creating an FSG requires a team effort. Numerous resources are available to assist in forming one and to provide guidance for activities.

- DA PAM 608-47, A Guide to Establishing Family Support Groups
- AR 608-1, Army Community Service
- AR 340-3, Official Mail, Cost Control Program
- DA PAM 360-525, Family Assistance Handbook for Mobilization
- DA PAM 608-43, A Guide to Family Member Pre-deployment
- “Family Support Groups, Reserve Component Handbook”, Family Liaison Office, HCDA, DAPE-ZXF, room 2D653, The Pentagon, Washington D.C. 20310-0300, Tele # 1800-833-6622

Army Family Team Building

Mission Statement – Army Family Team Building is a volunteer-led organization that provides training and knowledge to spouses and family members to support total Army effort. AFTB’s mission is to educate and train all of America’s Army in knowledge, skills, and behaviors designed to prepare out Army families to move successfully into the future.

The Army Family Team Building Program recognizes that leaders in the Army have a responsibility to establish a partnership between the Army and the Army families. Numerous studies indicate that soldier performance, readiness and retention relates directly to family satisfaction with Army life. Lessons learned from recent deployments also recognize Active and Reserve Component families must be trained together to support each other during contingency operations. In support of this compelling responsibility and recognition, courses developed for AFTB educate the Army family in a wide variety of ways.

- The elements needed to build cohesive teams within the family member structure
- The military and civilian community resources available to family members at their installation.
- The techniques for building effective professional relationships within the community and unit.
- The methods and techniques that provide family members with professional growth and leadership development opportunities.

AFTB NetTrainer & Family Program Academics

The project is part of Army-wide efforts to use the Internet to improve service and support, especially for their geographically dispersed and deployed community members. AFTB is a modular training program designed by the U.S. Army Community and Family Support Center to educate family members – Particularly those of first-term soldiers – about Army culture, benefits, family support and other programs. This material is not only for Active Duty family members. Volunteers and paid staff members have reviewed this material to insure it also applies to Reserve Component family members. The NetTrainer online system includes web-based versions of the AFTB level one training lessons, along with a “Student Union” where students can track individual lesson progress, post questions to trainers, and communicate with each other. Lesson topics include:

- Understanding your Benefits
- Managing Expectations
- Family Support Groups
- The Army Chain of Command and Chain of Concern

AFTB has trained more than 20,000 family members in classroom instruction since 1994 throughout the Army, and the NetTrainer site is expected to train an additional 4,000-5,000 Army family members annually.

Army Education Online Programs for Soldier/Family Members

Soldiers can receive money for enlistments in the Army or money to pay off school loans. The Army also pays up to 75% tuition for soldiers enrolled in college while they serve. For more information on the numerous education opportunities, examine the websites below:

- Army Continuing Education System
<http://www.perscom.army.mil/AGaces>
- Correspondence Courses: U.S. Army Training Support Center at Ft. Eustis VA. <http://www.atsc.army.mil>
- Other Correspondence Courses <http://www.mci.usmc.mil>
- Subject Standardized Tests (DSST) or the College-Level Examination Program (CLEP) Exams FREE if you are the spouse of an active duty or Army Reserve soldier

Other types of assistance classes include:

1. Care of the Elderly. (also provided is information for retirees)
2. Employment
3. Financial
4. Relocation
5. Domestic Violence Prevention
6. Army education online programs

And, a class on **Reunion**:

Mission Statement – To prepare individuals for the challenges of reunion so that problems can be minimized and positive aspects of homecoming can be maximized. Soldiers can prepare for the challenges of reunion. It is most helpful for this to be offered before the reunion occurs. This information is as vital as pre-mobilization activities in caring for both the soldier and family. You can help prevent major socialization problems found after every historical military action. Taking care of the soldier in this manner is good for the American family and is good for the Army and retention.

AFAP – What is it?

The Army Family Action Plan (AFAP) is input from the people of the Army-to-Army leadership. It's a process that lets soldiers and families say what's working and what isn't – AND what they think will fix it. It alerts commanders and Army leaders to areas of concern that need their attention, and it gives them the opportunity to quickly put plans into place to work toward resolving the issues.

IT:

- Gives commanders a gauge to validate concerns and measures satisfaction
- Enhances Army's corporate image
- Helps retain the best and brightest
- Results in legislation, policies, programs and services that strengthen readiness and retention
- Safeguards well-being

How Does AFAP Work?

Installations and local levels hold AFAP forums – active and Reserve soldiers, retirees, surviving spouses, DA civilians, family members, and tenant organizations identify issues they believe are important to maintain a good standard of living.

Local commanders see to it that issues are worked toward resolution – about 90% of AFAP issues are retained and worked at local level, resulting in ongoing community improvements.

General Officer Steering Committee (GOSC), reviews the progress of AFAP issues on a semiannual basis. The AFAP GOSC is the final deciding authority on the status of all issues (determining if an issue is completed [resolved]), unattainable, or needs to remain active until the issue's stated objectives have been met.

Boards of key DoD and Army staff general officer and senior executive service representatives lend the “teeth” to the process.

Facts about AFAP

1. AFAP was the brainchild of Army spouses
2. Each AFAP success story originated as an idea that someone decided to pursue.
3. The Army is the only branch of the DoD that has such a program
4. Almost 500 issues have entered the AFAP in its 17- year history.
5. The AFAP is year-round-issues are continually being monitored and worked toward resolution...at local levels, MACOM and HQDA

AFAP and You

If you are part of the Army, you can be a participant.

If you are a commander, you can support a strong AFAP program in your community.

If you are a soldier, retiree, civilian, or family member – active, Guard, or Reserve you can be part of local, MACOM, and HQDA AFAP programs.

Be a delegate and share you good ideas

Volunteer to help or be a member of the local AFAP Advisory Committee.

Become familiar with current AFAP issues – Tell people what's happening – get them energized to promote Army well being through the AFAP process

Some AFAP Success Stories

- Service members' Group Life Insurance increased from 50,000-200,000\$
- Basic Allowance for Housing increased by 11%
- AER provides grants in overseas locations to assist with financial aid for spouses to pursue undergrad, vo/tech, high school completion, and English-as-a-Second-Language studies.
- DoD Reserve Component family member ID card was established.
- A vehicle can be stored at government expense when a soldier is reassigned to an area where shipment isn't authorized
- Family Separation Allowance was increased from 75\$ to 100\$ per month.
- Family Support Groups were Institutionalized
- Programs like Army Family Team Building and Better Opportunities for Single Soldiers (BOSS) were born.

Chapter 8

Family Crisis Management

“The tide of life is sometimes very rough, but each storm ridden through makes us a better captain of our souls.”

---Carolyn Coats---

Family crisis management is the single most important challenge you and your husband will face as a command team. Whether the crisis is a life threatening illness, death, divorce, spouse or child abuse, or unit deployment there will be a need for thoughtful, effective assistance.

Most command spouses are not trained psychologists nor are they counselors. Accept that fact. Know your limitations. Be prepared to ask for assistance from those resources that are trained to give crisis care.

Defining the Crisis

Your awareness of a crisis will come in a variety of ways. A late night call to your husband from the Red Cross, the MP's or police, or other military personnel that immediately involves the commander, and may or may not require your assistance. In all cases determine the need for your involvement. Sometimes what appears to be an immediate family crisis can be resolved through “ventilation” or a friendly chat.

Helping Others Help Themselves

Advising family members in helping themselves is one of the best ways you can provide assistance. A long lasting benefit you can give is an understanding of the method of tapping into the appropriate resources.

Resources

Your post or civilian community may have many of the following resources available to provide support during a crisis:

- Alcohol and Drug Abuse Programs (ADAPC)

- AA
- American Cancer Society
- American Red Cross
- Army Community Service (Budget counseling)
- Army Community Service (Food Locker)
- AER (Army Emergency Relief)
- Chaplain's office
- Community Health Nurse
- Community Spouse Abuse Center
- Exceptional Family Member Program (EFMP)
- Family Advocacy Program
- Hospice
- Hospital
- Hotlines
- JAG
- Social Services Office (child abuse)
- Transportation
- Veterans Administration

There will be times when a more intricate system of assistance will be required. LISTEN – LISTEN – LISTEN! Long term help may be a greater need. Assess the situation and access a “Help Roster” of unit members willing to provide assistance in the form of childcare, meals, or transportation. Some people are hesitant to ask for specific help. A phone call with a specific offer of assistance may be appreciated.

Helpful Hints

Help when and where you can, and when and where it is desired. Respect the private person who really would like to handle the situation alone or may be embarrassed that someone else knows there is a problem. A personal note may be all that some people will need or want. Confidentiality is critical.

**If all our misfortunes were laid in one common heap,
whence everyone must take an equal portion, most
people would be contented to take their own and
depart.”
---Socrates---**

Be helpful and caring but don't assume the problem. Don't neglect your own needs and the needs of your family during this time. One of the special characteristics of Army life is the way families come together in times of need.

Chapter 9

Problem Solving

“If everyone is thinking alike then somebody isn’t thinking.”

Conflict is normal! It’s okay for people to disagree. The way those differences are resolved will determine the effectiveness of the group. Conflict can point the way to a new and better path.

How you choose to deal with the conflict will effect the future of your group and the relationships of its members. Tact is of the utmost importance. Accepting the blame for the problem, changing the subject, avoiding the topic, or withdrawing until someone else takes care if it are not solutions. We solve problems in our own lives every day. These same techniques can work in groups if calm heads prevail and listening skills are well utilized.

The steps to solving the issues of your group can be attacked in the same what that scientists resolve complex studies. A form of the Scientific Method; a nine step program to resolve any problem.

1. Define or recognize that there is a problem. Write it down if you need to.
2. Decide on a method of dealing with the problem (form a committee, bring a consultant, or call a conference).
3. Generate ideas. Brainstorm. Let the group offer suggestions.
4. List pro’s and con’s for each idea and weed out the unobtainable or inappropriate.
5. Choose the best plan of the remaining ideas.
6. Plan for action. Determine who will do what. Keep the problem in mind when acting.
7. Implement the plan. Insure that everyone understands their roles and responsibilities.
8. Evaluate the results. Did it work? What do we need to do to make it work?
9. Finally follow up -- thank those who helped and move on to other problems. Remember one thing at a time. And, when you find a system that works, apply it to other problems that you may encounter later.

Try to keep a positive attitude when dealing with group conflict and respect the rights and beliefs of others. Foster this in your group members as well. Everyone has a voice. It is the democratic way and healthy for the group. Don't forget, you too can voice your opinions. However, some will view that as dictatorial or pressure and care should be given in presenting your ideas.

“The ultimate test of a relationship is to disagree while holding hands.”

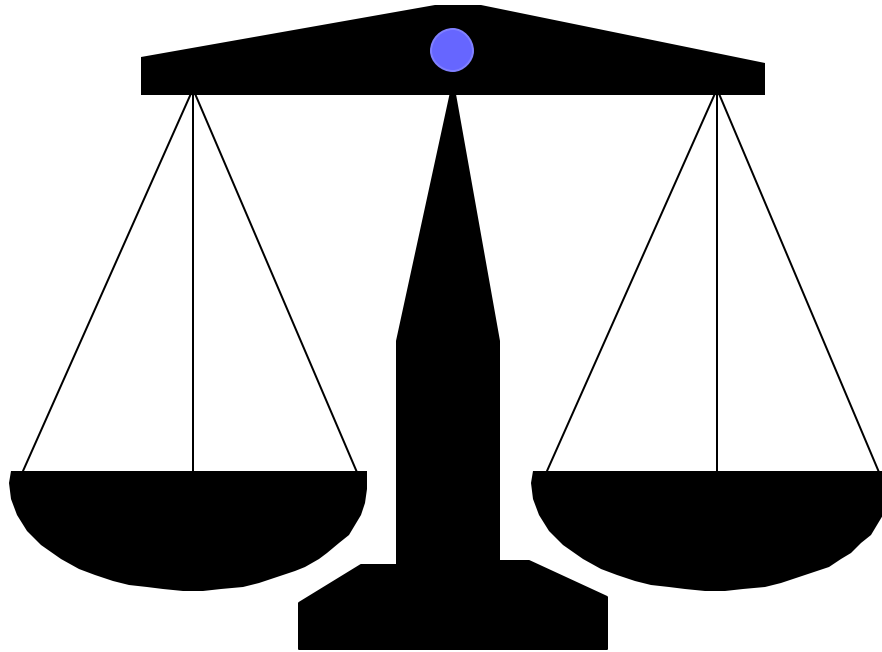
---Alexandra Penney---

Whatever the conflict, problem, or hostility remember that you have a responsibility to foster cooperation among your group members. Choose to look at the problems as challenges that will help you and your group to grow. The outcome can be very rewarding.

“There are two kinds of discontent, bad and good. The bad kind will result in inactivity, and the good kind will motivate work.”

Chapter 10

Legal Ins and Outs



**“Information’s pretty thin stuff unless mixed with
experience.”**

---Carence Day---

Army Regulations

Army Regulations (AR’s) are the printed policies that govern Army activities. Army Regulations, Department of the Army Pamphlets (DAPam’s) and handbooks can be obtained locally through your spouse’s unit, the post Adjutant General’s Office, the post Learning Resource Center, or the post library. When consulting Army Regulations it is wise to be sure that you have the most recently revised copy.

AR 210-1
Private Organizations on DA Installations
Official Participation in Private Organizations

The most frequently consulted AR for spouses is AR 210-1. This AR establishes the rules that must be followed by all clubs on post. It is suggested that both honorary and elected club officers maintain a copy of this AR in their club notebook for easy reference.

AR 340-3
Official Mail Cost and Control

Another Army Regulation that you may need to refer to occasionally is AR 340-3, Official Mail Cost and Control Program. This outlines the policies that control the use of official (at government expense) mail. As a general rule, do not expect to use the government mailing services for personal mail or for mail directed only to family members. Mail to family members can be included in an official unit mailing to fulfill morale and esprit de corps obligations.

Printing

As commanders tenant units, AMEDD commanders can authorize the use of unit printing and distribution services for private organizations. Permission may be granted depending on availability of funding and personnel in support of unit morale. (see AR 210-1 and AR 37-60)

AR 600-25
Salutes, Honors, and Visits of Courtesy

This regulation can be a helpful guide in determining the correct procedures during ceremonies, reviews and other official post functions.

AR 600-50
Standards of Conduct for Department of the Army Personnel

This regulation controls the conduct of military members, and standards of conduct for Department of Army personnel. It also discusses the giving and receiving of gifts and commercial solicitation. The conduct of family members is also controlled by several of these policies. To avoid any embarrassment or the appearance of improper behavior it may be wise to become familiar with this regulation.

AR 58-1
Management, Acquisitions, and Use of Administrative Vehicles

This addresses policies relating to the use of military vehicles. In this AR permission is granted for civilian to travel by military vehicle when participation in public ceremonies, field demonstrations or parades. Military vehicles cannot be used for personal business by service members or their families.

The family members in your spouse's unit may turn to you for advice in determining appropriate activities or conduct. Your spouse and Army Regulations are your best source for providing accurate answers to the numerous questions that may come up.

“Don’t ever be afraid to admit you were wrong, it’s like saying you’re wiser today that you were yesterday.”

Chapter 11

Traditions, Customs, Courtesies

“Custom creates the whole of equality, for the simple reason that it is accepted.”

Traditions, customs and courtesies, and social protocol guide Army activities, both official and social. These traditions effect the behavior of the military member, and provide a ceremony that instills a sense of esprit. Social protocol is a set of commonly accepted guidelines that serve to show the proper respect to honored guests.

Flag Courtesies and Protocol

Saluting the Flag

(Ref. Public Law 829, 77th Congress, FM 21-13, AF Manual 50-15)

Indoors – In Civilian Attire:

Stand at attention when the National Anthem is played, when the flag passes by in a parade or review, and when the flag is hoisted or lowered or colors are posted.

Only salute (with hand over heart) when the Pledge of Allegiance is recited.

Indoors – In Civilian Attire:

Stand at attention (or if under arms salute) when the National Anthem is played and when the flag passes by in a parade or review. Stand at attention when the flag is hoisted or lowered or colors are posted, and when the Pledge of Allegiance is recited.

Outdoors – In Civilian Attire:

Salute (with hand over heart) when the National Anthem or “To The Colors” is played, when the flag passes by in a parade or review, when the flag is hoisted or lowered or colors are posted, and when the Pledge of Allegiance is recited.

Outdoors – In Uniform:

Salute when the National Anthem or “To The Colors” is played, when the flag passes by in a parade or review, when the flag is hoisted or lowered or colors are posted, and when the Pledge of Allegiance is recited.

Exceptions:

When an outdoor ceremony is held indoors, but is declared an outdoor ceremony (military members are covered and may be under arms), then outdoor flag courtesies are followed.

Flag Placement

When discussing flag placement, “right” indicates the flags own right, viewers’ left. The U.S. Flag is displayed or carried higher than accompanying flags, except for the flag of another nation, or the flag of the United Nations.

Flag Precedence

1. U.S. Flag
2. Foreign National Flags (A-Z)
3. Religious Flags (from oldest religion to newest)
4. Presidential Flag
5. State Flags (by date of entrance to the Union)
6. Organizational flags (military by order of echelon)
7. Personal Flags (by order of rank)

Flags of two or more nations should be displayed on staffs or standards of equal height with the U.S. flag on the right.

When the U.S. Flag is displayed with a group of flags the U.S. Flag can be centered in front of and higher than the other flags, or placed at the right and higher than the other flags.

When the U.S. Flag is displayed with another flag from crossed staffs the U.S. flag is on the right with its staff in front.

When carried in a procession with other flags the U.S. Flag is to the marching right of the other flags, or, if it a line of flags, it is centered alone in front of the line.

On a speaker's platform the Flag is placed to the right of the speaker.

The Flag is lowered to half-staff to honor the death of a dignitary. On board a ship it is lowered to half-mast for the same reason.

Receiving Lines

The host is the ranking person at an official, formal reception. Thus, the host is at the beginning of the receiving line. At social, nonofficial functions the hostess stands first in line, with her husband at her side.

Some hosts invite a man to stand at the end of the line to avoid having a woman in that position. However, this is not necessary and some feel it is not proper since the receiving line is to honor certain individuals only.

It is customary to have an aide or protocol officer immediately preceding the host to initiate the introductions. Each person in the receiving line then introduces the passing guests to the next person in line.

The lady precedes the gentleman through the receiving line except at the White House.

| | | | | |
|------|---------------|----------------|---------------|-----------|
| X | X | X | X | X |
| Aide | Host | Spouse of Host | Honored Guest | Spouse of |
| | Honored guest | | | |

->--->--->---Guests passing through Receiving Line ->--->--->

Seating Protocol

“Customs make all things easy.”

---Thomas Fuller, M.D.---

In general, the wife of the highest ranking man sits at the right of the host, with the second lady on the left of the host. The highest ranking man sits at the right of the hostess, with the second gentleman on the left of the hostess. However, if there is a high-ranking woman present, she, rather than the wife of the highest ranking man, is seated to the right of the host. It is customary to alternate men and women. To avoid seating two men or women together, the hostess may move one seat to the left and allow the honored gentleman to sit opposite the host. Referred to as the “Rule of 4” it applies to tables with multiples of four. Usually, unmarried couples are seated together while married are not.

At a Head Table or Speakers Table the host or presiding individual sits at center. The speaker or most distinguished gentleman is seated at his right. The wife of the honored guest is seated on the host’s left and the host’s wife is seated next to the speaker or most distinguished guest. Ladies and gentlemen are then alternated according to rank. The Toastmaster or Master of Ceremonies is usually at the left of the second ranking guest. If the speaker is a lady, she is seated to the right of the host, with the ranking lady to his left.

Usually, a wife is seated according to her husband’s rank. A retired officer is ranked with, but after, active duty officers of the same rank.

The post protocol office or post commander’s office, will often have a protocol list that will be of great assistance when entertaining local military and civilian dignitaries.

Helpful Hint

At large gatherings a seating chart alleviates the pre-dinner rush and makes everyone more comfortable.

Dress

**“Clothes don’t make the man; but, when he is made,
they greatly improve his appearance.”**

---Henry Ward Beecher---

Commonly accepted attire for various types of activities is listed below. Due to local customs and changing social customs it may be helpful to ask a friend, the previous commander’s spouse, or the post commander’s spouse about appropriate attire for particular functions. Do not hesitate to ask the hostess if you are uncertain.

Designation

Military

Very Casual – no designation

Casual – no designation

Informal – Army Green with 4-in-hand tie

Semi-formal – Army Dress Blue Army Dress White with 4-in-hand tie

Black Tie or Formal – Dress Blue/White or Mess Blue/White with bow tie

White Tie or Formal – Army Blue Evening Dress (full dress shirt, white studs, vest and bow tie, blue cape)

Civilian

Very Casual – Usually any attire is appropriate with the exception of tank-tops for men.

Casual – Men: slacks, sport shirt, sweater.
Women: casual dress, slacks, skirt

Informal – Men: suit
Women: Afternoon Dress or Suit

Semi-formal – Men: Dark Business Suit
Women: cocktail dress

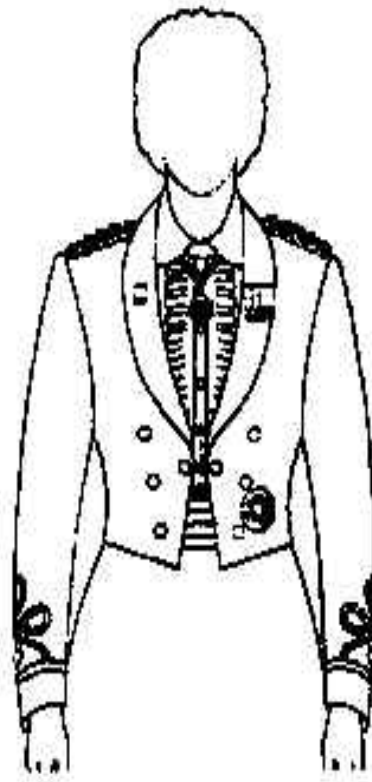
Black Tie or Formal – Men: Dinner jacket/ Tuxedo
Women: Formal or Tea Length Gown

White Tie or Formal – Men: Tails (white bow tie)
Women: Formal Gown

Military members should wear nametags with all uniforms except the Mess Jacket. When wearing civilian attire nametags should be worn on the right lapel.



The Medal of Honor and Order of Military Medical Merit can be worn with dress uniforms to any official Medical Department formal function.



Black Tie is usually indicated if the ball begins after 1800. White tie is usually indicated if the ball begins after 2100. White Tie might be indicated by the wording “Decorations” and always indicates full evening dress. Bow ties are only worn after 1800.

It is recommended that invitations always contain dress requirements as a courtesy to the guests. After you have indicated the dress on your invitations be sure you and your spouse dress accordingly.

Dress That is Unique to Overseas Assignment

Some invitations in Europe may indicate “Smoking Jacket” as the designated dress. The smoking jacket is a dark blue, black or maroon velveteen or corduroy jacket worn with tuxedo pant. A dinner jacket worn with tuxedo pants and a bow tie or ascot is an appropriate substitute. This is an indication of semi-formal attire.

A “House Suit” or “Lounge Suit” is equivalent to a dark business suit.

Dining-In and Dining-Out

Participation in a Dining-In is limited to military members. When spouses and guests are included the ceremony is known as a Dining-Out. This type of ceremony introduces spouses and guests to many of the traditions and customs that have been shared among officers for many years. The Dining-In and Dining-Out have also been introduced into the NCO/Enlisted ranks.

Tips for Toasting

- Take a small sip from your glass
- If you do not drink, touch the glass to your lips
- Remain seated if you are being toasted
- Do not drink a toast to yourself
- In response to a toast you may stand and offer a toast or remain seated, smile and raise your glass as a gesture of thanks.

Hail and Farewell

Picnics, cocktail buffets, potluck dinners or a Dining-Out can all be designated as a Hail and Farewell event. There is not strict protocol that determines the sequence of events. The size of the group being honored will set the tone.

Usually a unit project officer will plan the Hail and Farewell. Confer with the project officer if you plan to present certificates of farewell/welcome gifts so you are placed on the schedule of events.

Parades and Reviews

Parades and reviews are considered official functions. Every effort should be made to attend. Since seats are often reserved a prompt response to the invitation is suggested. At a Parade or review you are to stand at the first note of “Ruffles and Flourishes”, “Retreat”, “To The Colors”, the National Anthem, the National Anthems of other countries and the Army Song. Also stand when the colors, passing in review, are six paces before you, and remain standing until they are six paces past you. Once the ceremony begins refrain from chatting and smoking.

Telephone Etiquette

Due to security considerations do not use your name or your husband's name when answering the telephone. A simple “Hello” is sufficient. The caller should promptly identify himself and state his business.

Chapter 12

Entertaining

“My days are full of blunders, OH, how I’ve often yearned to have one life for practice and another when I’ve learned.”

Ever know that one person that just loves to entertain? You know, the one that could throw a party for twelve on the packing boxes that arrived that afternoon and pull it off with class. Then there are those of us who don’t mind entertaining, but still get a knot in our stomach as we think about it.

Entertaining should be fun! Pick a style of entertaining that you enjoy. If you feel comfortable then your guests will too. There are no Army regulations that dictate the type of social activities you host.

- Picnic/Bar-B-Que
- Coffee and desert
- Wine and cheese or finger foods
- Potluck dinner
- Sunday brunch/Progressive dinners
- Holiday theme parties

The library is full of cookbooks and party books. Have fun! However, the best source of information is other wives! Successful hostesses don’t mind sharing their “secrets”.

Invitations

Key unit personnel and their spouses are the individuals you will want to get to know first and best. If this list is overwhelming split the list and plan back-to-back parties or entertain on two separate weekends. It is recommended that all the invitations be sent at the same time.

The office staff is another group of unit personnel that you may want to invite to your home. It is a nice gesture towards those people who do so much to assist your husband.

“Friendship is like a bank account. You can’t continue to draw on it without making deposits.”

Invitations can be sent two to four weeks in advance. They should include date, time, place (with a map) and an “RSVP” or “Regrets Only” indication with telephone number.

Failure to respond to invitations is one of the most common concerns in both military and civilian communities.

- **RSVP**- This designation indicates that a reply is mandatory.
- **“Regrets” or “Regrets Only”**- This is never used on formal invitations. This designation indicates that only those unable to attend need to reply.

If you must regret an invitation that you have previously accepted, do so immediately. Only regret at the last minute in a case of true emergency. Responses to formal invitations should be made within 24-48 hours of receipt.

Guests’ Responsibilities

1. Respond within 24-48 hours (do not RSVP with the hostess at the PX)
2. Determine “Dress” (If there is any uncertainty ask the hostess.)
3. Take the hostess a gift (not required, simply a nice gesture.)
4. Arrive on time (within 20 min. Of the designated time)
5. Socialize (talk to all the guests and the hostess if there is time)
6. Thank You’s (write a thank you note and mail it the next day if possible.)

Getting Ready

1. Don’t panic!
2. “Spring cleaning” is not required before every party. Tidy up a little.
3. Plan a menu with minimal last minute preparations so you can enjoy the company of your guests.
4. Allow time to shower and get dressed properly.
5. Hire a baby sitter if you have little “helpers” – they will be happier and you will be more relaxed.

6. Hire teenagers to help take coats, pass hors d'oeuvres, clear and wash dishes.
7. Make a list of things to do and when to do them
8. Enjoy your party and your guests!
9. Don't panic!

The warmth and hospitality evident in your home is the key to successful entertaining. Your guests will know you care and they will be happy they came and had an opportunity to get to know you.



Chapter 13



Moving Out

“Courage is the power to let go of the familiar.”

“Army Life” and “moving” are synonymous. Even when you are blessed with a wonderful unit you must face the day when your husband will relinquish his command and you will move on to a new assignment.

A smooth transition in leadership, will not only benefit your successor, but also the unit that you have supported and cared for during your husband’s command. Help your unit transfer their loyalty to the new command couple.

Being a Good Sponsor

As soon as your husband’s replacement is officially announced the process begins. Remember all the things that the outgoing spouse did for you and pass along the assistance to the upcoming spouse. Write or call the new commander’s spouse. Although you are leaving you will want to insure that a proper welcome is being planned for your replacement.

Suggest ways that the unit might help the new commander’s spouse feel welcome. Help the unit prepare to welcome the your successor the way you would like to be welcomed. It is always helpful to provide a list of names of people she will be able to count on for support.

Help your successor by:

- Writing or calling
- Providing information
- Helping the unit prepare for her arrival
- Meeting with her if possible
- Sharing names of good helpers

Change of Command

It is difficult for a commander to relinquish command. It is as hard for your husband to leave his unit as it is for you to say good-bye to your friends. People need to hear that you both have enjoyed the assignment and that you will miss them but it is time for change and the change will be good. Help them to accept the change and you will be helping yourself!

The most difficult time will come immediately following the Change of Command Ceremony. If you are not leaving the area immediately plan a special activity for your family while the new commander is greeting his unit at his Change of Command reception.

Army life is a memory book filled with wonderful experiences, adventures and friendships. Take time to reminisce about the unit that you are leaving, but set your mind to the new challenges that you and your spouse now face.

“What a thing friendship is – World without end!”

---Robert Browning---

APPENDIX I

Chain of Command

“We the people...”

The Constitution is the authority for a National Security Establishment.

The Chain of Command

President

The Secretary of Defense

The Chairman, Joint Chiefs of Staff

Translates civilian authority decision into military language – plans, orders, etc.

Commander-in-Chief of the United and/or Specified Command(s)

Required to carry out the orders from the Secretary of Defense

National Security Council

To advise the President on the integration of elements of national power in the formulation of national security policy.

Statutory Members

President, Vice President, Secretaries of State and Defense

Statutory Advisors

Director, CIA and Chairman, Joint Chiefs of Staff

Statutory Officials

National Security Advisor, Deputy and Special Assistants

The Department of Defense

The Secretary of Defense/Office of The Secretary of Defense

- (1) Secretary of Defense
- (2) Undersecretaries
- (11) Assistant Secretaries
- (8) Deputy Under Secretaries
- (5) Directors
- (6) Other Officials
- (13) Defense Agencies
- (8) DOD Field Activities

Chairman, Joint Chiefs of Staff/ Office of the Joint Chiefs

- Chairman Joint Chiefs of Staff (Principal military advisor to the President)
- Vice Chairman Joint Chiefs of Staff
- Service Chiefs
- Joint Staff (j1-j8) (military staff to Secretary of Defense of Chairman Joint Chiefs of Staff)

Military Departments (3 departments, 4 services)

- Department of the Army
- Department of the Navy
- Department of the Air Force

Organize, train, and equip land, air, and sea forces.



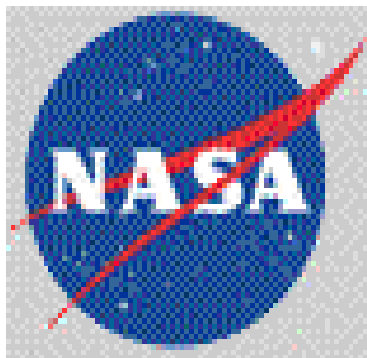
UNIFIED COMMANDS AND SPECIFIED COMMANDS

Unified Commands:

- Composed of forces from two or more services
- Broad and continuing missions
- Normally organized on a geographical basis
- 8 Unified commands
 1. US Southern Command
 2. US Atlantic Command
 3. US European Command
 4. US Central Command
 5. US Pacific Command
 6. US Special Operations Command
 7. US Space Command
 8. US Transportation Command

Specified Commands:

- Normally made up of forces from a single service
- Broad and continuing mission
- 2 Specified commands
 - Strategic Air Command and Forces Command





Department of the Army

Secretary of the Army

Civilian leadership of the Department of the Army

Chief of Staff, Army

Senior military leader of the Department of the Army

Coordinating Staff

Special Staff

Personal Staff

Major Army Commands (MACOM's)

5 Overseas Army component commands of unified commands

1. US Army South
2. US Army Europe
3. Eighth US Army
4. US Army Japan
5. US Army Western Command

12 CONUS based MACOM's

Forces Command
Training and Doctrine Command
Army Material Command
Corps of Engineers
Intelligence and Security Command
Information Systems Command
Strategic Defense Command
Army Special Operations Command
Military Traffic Management Command
Criminal Investigation Command
Military District of Washington
Health Services Command

Remember CONUS = Inside the continental United States
(excluding Alaska and Hawaii)



APPENDIX II

Branches of the Army

- Organized according to the special type of military service they render.**
- Organized in three categories**
- Branch colors are indicated in parenthesis**

Combat Arms

Air Defense Artillery (scarlet)
Armor (yellow)
Aviation (ultramarine blue/golden Orange)
Corps of Engineers (scarlet/white)
Field Artillery (scarlet)
Infantry (light blue)

Combat Support

Chemical Corps (cobalt/golden yellow)
Military Police Corps (green/yellow)
Signal Corps (orange/white)

Combat Service Support

Adjutant General's Corps (dark blue/scarlet)
Army Medical Specialist Corps (maroon/white)
Army Nurse Corps (maroon/white)
Chaplain Corps (black)
Dental Corps (maroon/white)
JAG (dark blue/white)
Medical Corps (maroon/white)
Medical Service Corps (maroon/white)
Military Intelligence (oriental blue/silver gray)
Ordnance Corps (crimson/yellow)
Quartermaster Corps (buff)
Transportation Corps (brick red/golden yellow)
Veterinary Corps (maroon/white)

INFANTRY

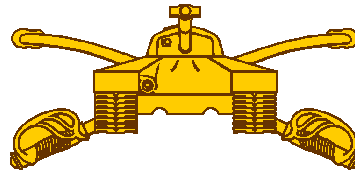


Closes with and destroys the enemy by means of fire and maneuver.

→ GOLDEN EAGLE BATTALION

5

ARMOR

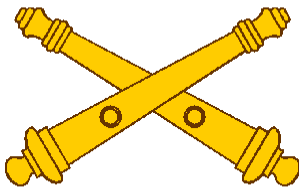


Closes with and destroys the enemy by means of fire, maneuver, and shock effect.

→ GOLDEN EAGLE BATTALION

6

FIELD ARTILLERY



Provides cannon, missile, and rocket fire support to the Army.

→ GOLDEN EAGLE BATTALION

7

AVIATION

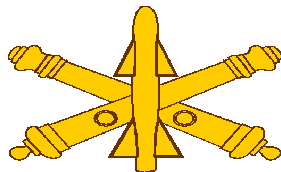


Conduct combat, combat support, and combat service support operations in the aerial regime.

→ GOLDEN EAGLE BATTALION

8

AIR DEFENSE ARTILLERY

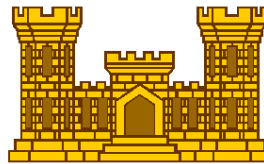


Provide protection of ground forces and installations against enemy air attack.

→ GOLDEN EAGLE BATTALION

9

ENGINEER



Provide mobility, countermobility, and survivability support to the Army.

→ GOLDEN EAGLE BATTALION

10

SPECIAL FORCES



Accomplish specific missions throughout the operational continuum.

→ GOLDEN EAGLE BATTALION

11

CHEMICAL CORPS

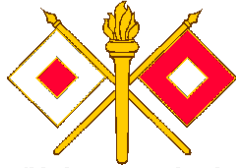


Responsible for Nuclear, Biological, and Chemical (NBC) defense.

→ GOLDEN EAGLE BATTALION

13

SIGNAL CORPS



Responsible for command and control, communications, computer, and information (C4I) systems

→ GOLDEN EAGLE BATTALION 14

MILITARY INTELLIGENCE



Responsible for information regarding terrain, weather, and the enemy.

→ GOLDEN EAGLE BATTALION 15

MILITARY POLICE



Provides law enforcement and battlefield control support to the Army.

→ GOLDEN EAGLE BATTALION 16

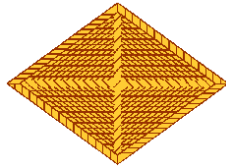
ADJUTANT GENERAL



Provide personnel and administrative support to the Army.

→ GOLDEN EAGLE BATTALION 18

FINANCE



Provide the Army with support and expertise concerning all aspects of financial management.

→ GOLDEN EAGLE BATTALION 19

QUARTERMASTER



Manages acquisition, receipt, storage, preservation, and issue of all types of equipment.

→ GOLDEN EAGLE BATTALION 20

TRANSPORTATION



Responsible for the multi-modal movement of personnel and cargo.

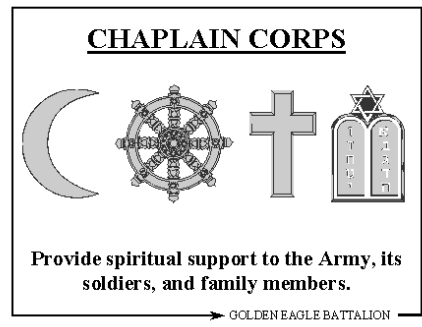
→ GOLDEN EAGLE BATTALION 22

ORDNANCE



Develop, produce, acquire, and support weapons systems, ammunition, and ground mobility materiel.

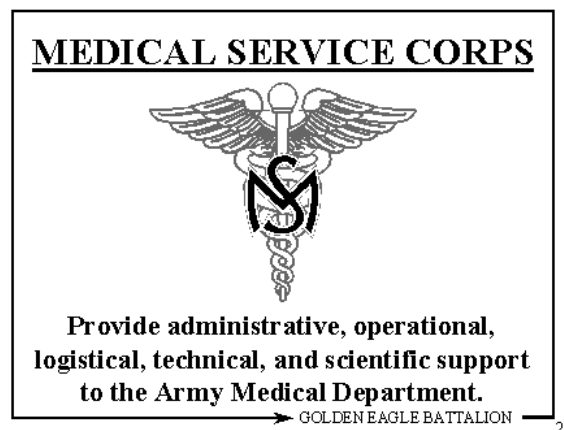
→ GOLDEN EAGLE BATTALION 21



Under MSC additional Identifiers are located centered in the caducei.



The personnel with this identifier are used as medical admin.



UNIT DESIGNATIONS

Squad

The smallest combat unit. Consists of 8-11 men. Designated a SECTION in Artillery and Aviation. Led by a SSG or SGT.

Platoon

Consists of 3+ squads. Commanded by a LT (CPT in aviation platoons)



Company

Consists of 3+ platoons and its HQ. Commanded by a CPT (CPT or MAJ in aviation and SF units) Designated a BATTERY in artillery units. TROOP in CAV units

Battalion

Consists of 2-4 companies (batteries or troops) plus staff HQ. Commanded by a LTC. Designated a SQUADRON in CAV units

Division

Usually consists of about 15,000 officers and enlisted men. Organized in different ways according to the type of division. Commanded by a MGEN.

Corps.

Consists of 2 or more divisions, it's HQ and other organizations. Commanded by a LGEN.

Field Army

Consists of 2+ more corps, its HQ, and other organizations.



Some non-combat or service units such as medical or administrative types are organized differently to provide the kind of structure which allows them to best perform their services. Consider the following when applying line designations to the AMEDD:

- A large AMEDD command is about equal to a Brigade
- A department is about equal to a Battalion
- A service is about equal to a Company or Platoon.





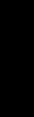



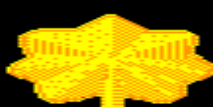







These designations are not based on number of personnel but rather on the level of sophistication and complexity of the command, and the maturity of leadership required for the unit to effectively function.

APPENDIX III













Rank/Insignia

In correspondence, military personnel are addressed by their full titles. Chaplains are addresses as “Chaplain”, regardless of rank. Titles used in conversations are in quotations.

Officers and Warrant Officers

| WO-1 | WO-2 | WO-3 | WO-4 | WO-5 | O-1 | O-2 | O-3 |
|---|---|---|---|---|---|---|---|
| WARRANT OFFICERS | | | | | COMPANY GRADE OFFICERS | | |
|  |  |  |  |  |  |  |  |
| Warrant Officer 1 WO1 | Chief Warrant Officer 2 CW2 | Chief Warrant Officer 3 CW3 | Chief Warrant Officer 4 CW4 | Chief Warrant Officer 5 CW5 | Second Lieutenant 2LT | First Lieutenant 1LT | Captain CPT |
| O-4 | | | O-5 | | O-6 | | |
| FIELD GRADE OFFICERS | | | | | | | |
|  | | |  | |  | | |
| Major MAJ | | | Lieutenant Colonel LTC | | Colonel COL | | |
| O-7 | | O-8 | O-9 | O-10 | O-11 | | |
| GENERAL OFFICERS | | | | | | <i>Omar N. Bradley, last General of the Army, died in 1981. The rank has not been used since.</i> | |
|  | |  | |  | |  | |
| Brigadier General BG | | Major General MG | | Lieutenant General LTG | | General GEN | |
| | | | | | |  | |
| | | | | | | General of the Army GEN | |

Non-Commissioned Officers and Enlisted

| E-1 | E-2 | E-3 | E-4 | E-5 |
|--|--|---|---|--|
| ENLISTED AND NONCOMMISSIONED OFFICERS | | | | |
| (No Insignia) |  |  |  |  |
| Private PVT | Private PV2 | Private First Class PFC | Corporal CPL | Sergeant SGT |
| | | |  | |
| | | | Specialist SPC | |
| E-6 | E-7 | E-8 | E-9 | |
| NONCOMMISSIONED OFFICERS | | | | |
|  |  |  |  |  |
| Staff Sergeant SSG | Sergeant First Class SFC | First Sergeant 1SG | Command Sergeant Major CSM | Sergeant Major of the Army SMA |
| | |  |  | |
| | | Master Sergeant MSG | Sergeant Major SGM | |

APPENDIX IV

The Army Medical Department

The Army Medical Department (AMEDD) is comprised of six individual corps.

Medical corps – founded 27 July 1775

Army Nurse Corps – founded 2 February 1901

Dental Corps – founded 3 March 1911

Veterinary Corps – founded 3 June 1916

Medical Service Corps – founded 18 May 1917

Army Medical Specialist Corps – founded 16 April 1947

While maintaining readiness to support the medical needs of the Army in time of war, these six corps provide a full range of high quality health care to active duty military personnel and other military medical beneficiaries. Additionally, the AMEDD conducts extensive and fully accredited health education programs, continuing education and medical research.

Office of The Surgeon General

The Surgeon General is the Chief of the Army Medical Department and Commands the AMEDD Regiment. Among other responsibility for health services and standards and advises the Secretary of the Army and the Army Staff on health and medical matters, including environmental control and disease facilities planning and medical research and development. Additionally, the Surgeon General is the DID Executive Agent for numerous activities, including veterinary matters, and nutrition education programs. He has management authority over many armed forces medical agencies.

The Deputy Surgeon General is the principal advisor and alternate to the Surgeon General and commands the U.S. Army Health Professional Support Agency.

The Assistant Surgeon General for research and Development is the principal advisor to the Surgeon General on all matters involving Army

medical research, development, testing, and evaluation programs and commands the U.S. Army Medical Research and Development.

The Chief of the Dental Corps is also the Assistant Surgeon General for Dental Services. In this capacity he serves as the principal advisor to the Surgeon General and the Chief of Staff of the Army on all matters involving dental services.

The Chief of Veterinary Corps is also Assistant Surgeon General for Veterinary Services. In this capacity he serves as the principal advisor to the Surgeon General on all matters involving the Department of Defense Veterinary Services and is the official designated to act for the Executive Agent for Department of Defense in Veterinary matters.

The Sergeant Major is the principal enlisted advisor to the Surgeon General on all matters involving the enlisted soldiers. He serves as the Regimental Sergeant Major of the AMEDD Regiment and promotes the regiment on a worldwide basis. He is the chairman of the AMEDD Senior Enlisted Advisory Council.

The Office of the Surgeon General is currently located in Falls Church Virginia.

The U.S. Army Medical Department Regiment

The U.S. Army Medical Department (AMEDD) Regiment was activated on 27 July 1986, in ceremonies at Fort Sam Houston, Texas.

The U.S. Army established the United States Army Regimental System in 1981 to give the soldiers an opportunity to identify closely with a single unit throughout their careers. All soldiers who work in the medical field are automatically affiliated with the AMEDD Regiment, which is the largest regiment in the Army with nearly 150,000 members serving worldwide.



APPENDIX V

Commonly Used Military Acronyms

AAFES – Army/Air Force Exchange Service
ACS – Army Community Service
AG – Adjutant General
AHS – Academy of Health Sciences
AIT – Advanced Individual Training
AMEDD – Army Medical Department
AO – Area of operation
AR – Army Regulation
ARCOM – Army Commendation Medal
ARNG – Army National Guard
ASAP – As soon as possible
AUSA – Association of the US Army
AWOL – Absent without leave
Article 15 – Punishment other than Court Martial
BAQ – Basic Allowance for Quarters
BAH – Basic Allowance for Housing
BDU – Battle Dress Uniform
BN – Battalion
CAV – Cavalry Squadron
CID – Criminal Investigation Division
COB – close of business
COLA – cost of living allowance
CONUS – continental United States
COSCOM – Corps Support Command
CQ – Charge of Quarters
CSH – Combat Support Hospital
CSM – Command Sergeant Major
CTT – Common tasks training/test
DA – Department of the Army
DOD- Department of Defense
EFMP – Exceptional Family Member Program

ETS – Expected time of separation
FSB – Forward Support Battalion
FTX – Field training exercise
HHC – Headquarters and Headquarters Company
IG – Inspector General
JAG – Judge Advocate General
LES – leave and earnings statement
MASH – Mobile Army Surgical Hospital
MI – Military intelligence
MWR – Moral, welfare and recreation
NATO – North Atlantic Treaty Organization
NCOIC – Non-commissioned officer in charge
OBC – Officer Basic Course
OCONUS – Outside the continental United States
OCS – Officer Candidate School
OJT – On job training
PCS – permanent change of station
PERSCOM – personnel command
POC – Point of contact
POV – Privately owned vehicle
PT – Physical training
PX – Post exchange
ROTC – Reserve Officer Training Corps
S1 – officer in charge of administration and personnel
S2 – officer in charge of intelligence and security
S3 – officer in charge of training and operations
S4 – officer in charge of logistics
SDNCO – Staff Duty NCO
SF – Special Forces
TA50 – Field equipment
TDY – Temporary duty
TRADOC – Training and Doctrine Command

These are just some of the major acronyms used in everyday military dialog. If there are acronyms that you see or hear and are uncertain please visit <http://www.dtic.mil/doctrine/jel/doddict/> or use the easiest reference of all...your spouse!

APPENDIX VI

Resources and Publications

Health Services Publications

Tri-Care Information (Previously CHAMPUS)

Copies of this information are available at your nearest military medical facility through the Health Benefits Advisor (HBA).

DDP Delta Handbook (Now falls under Tri-care dental plans)

DOD Pam 17A – Uniformed Services Medical/ Dental Facilities Worldwide:

Copies of this pamphlet are available through AMEDD commanders or your nearest military medical facility. Or www.army.mil link AKO

Armed Forces Hostess Association:

Room 1A-736, The Pentagon, Washington D.C. 20310-3133

Telephone # (202) 697-3180 or 697-6857

Hours of operation: 0930-1430 Mon-Fri

AFHA maintains unclassified information about facilities at military installations in the United States and overseas.

Child Abuse Hotline

From any state Toll Free # 1-800-422-4453 open 24hrs/da

National hotline operated by a private organization (L.A. Childhelp Center) and staffed by professional counselors.

DEERS (Defense Enrollment Eligibility Reporting System)

2100 Garden Road, Monterey, California 93940

All States except California, Hawaii, Alaska, Puerto Rico, and the Virgin Islands:

Toll Free # 1800-538-9552 Hours of operation: 0600-1530 Pac. Time
Mon-Fri

From California:

Toll Free # 1800-334-4162 Hours of operation: 0600-1530 Pac. Time
Mon-Fri

From Hawaii and Alaska

Toll Free # 1800-527-5602 Hours of operation: 0600-1530 Pac. Time
Mon-Fri

All Army Family members must be enrolled in DEERS to use the military medical system, TRI-Care, or TRI-Care Dental. Confirmation or status of enrollment can be obtained through your local provider or DEERS office.

Family Liaison Office

HQDA (DAPE-ZXF), The Pentagon, Room 2D653, Washington D.C.
20310-0300.

From all states:

Toll Free # 1800-833-6622

Commercial # 703-695-7714

Military DSN # 225-7714

Hours of operation: 0730-1700 Eastern Standard Time Mon-Fri

Provides information and free publications about Army family programs.

National Military Family Association

6000 Stevenson Avenue, Suite 304, Virginia 22304-3526

Telephone # 703-841-0462

This national independent association was formed in 1969 to serve as an advocate for military families by influencing the development and implementation of policies that affect their lives. NMFA conducts surveys, researches issues, monitors congressional action and educates the military and civilian communities through seminars, newsletters and fact sheets. Membership dues include a subscription to the NMFA quarterly newsletter.

Retirement Services

ODCSPER (DAPE-CFSC-FS) Community and Family Support Center, 2461 Eisenhower Avenue, Alexandria, Virginia 22331.

Toll Free # 1800-336-4909 Hours of operation: 1000-1200 and 1300-1500 Mon-Fri

Civilian # 703-325-9158
Military DSN # 221-9158

Information provided to soldiers who have retired or are planning to retire.

Student Travel

ODCSPER, Total Army Personnel Command (TAPC), 220 Stovall Street, Alexandria, Virginia 22332

From all states (except Virginia) including Puerto Rico and Virgin Islands:

Toll Free # 1800-582-5552
From Virginia and overseas call # 703-325-0579
Military DSN # 221-9579

Hours of operation: 0730-1630 Eastern Standard Time Mon-Fri

Information about Army student travel entitlements is provided.

PUBLICATIONS

These and other references are available from most local libraries or directly from the author. Not all of these books were used in research for this book but are provided for your information. In addition, there are many Army Regulations that address subjects that effect spouses. Army Regulations are available from commanders or the post Adjutant General's Office.

Family Life and Wives Guides

A Leading Lady, Silja Allen, P.O. Box 1251, Vienna, VA 22180

Army Lady Today, Helen T. Westpheling, Heritage House, Charlotte, NC.

Aviation Officer Wives' Guide, compiled by 1st Aviation Brigade, Ft. Rucker, Alabama, 1984

Beyond Banquets, Plaques and Pins: Creative Ways to Recognize Volunteers and Staff!, Sue Vineyard, Heritage Arts, 1807 Prairie Avenue, Downers Grove, IL 60515

Choices and Challenges, A Guide for the Battalion Commander's Wife, U.S. Army War College, Carlisle Barracks, PA 17013

Customs & Courtesies, Ft. Riley, KS, 1984

Fitting in as a New Service Wife, Mary Kay Murphy and Carol Bowles Parker, Stackpole Co., Harrisburg, PA.

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I Am the Nation.

I was born on July 4, 1776, and the Declaration of Independence is my birth certificate. The bloodlines of the world run in my veins, because I offered freedom to the oppressed. I Am the Nation.

I am 250 million living souls and the ghosts of millions who have lived and fought and died for me.

I am Nathan Hale and Paul Revere. I stood at Lexington and fired the shot heard around the world. I am Washington, Jefferson and Patrick Henry. I am John Paul Jones, the Green Mountain Boys and Davy Crockett. I am Lee, Grant and Abe Lincoln.

I remember the Alamo, the Maine and Pearl Harbor. When freedom called, I answered and stayed until it was over, over there. I left my heroic dead in Flanders Fields, the rock of Corregidor, on the bleak slopes of Korea, in the steaming jungle of Vietnam and the desert sands of Kuwait.

I am the Brooklyn Bridge, the wheat lands of Kansas, the granite hills of Vermont. I am the coalfields of the Virginias and Pennsylvania, the Fertile lands of the west, the Golden Gate and the Grand Canyon. I am Independence Hall, the Monitor, the Merrimac and the Challenger.

I am big. I sprawl from the Atlantic to the Pacific – 3 million square miles of land throbbing with industry. I am more than 2 million farms. I am forest, field, mountain and desert. I am quiet villages and cities that never sleep. You can look at me and seen Ben Franklin, walking down the streets of Philadelphia, with his breadloaf under his arm. You can see Betsy Ross with her needle. You can see the lights of Christmas and hear the strains of “Auld Lang Syne” as the calendar turns.

I am Babe Ruth and the World Series. I am over 170,000 schools and colleges and more than 300,000 churches where my people worship God as they choose. I am a ballot dropped into a box, the roar of a crowd in a stadium, the voice of a choir in a cathedral. I am an editorial in a newspaper and a letter to Congress. I am John Glenn and Neil Armstrong and their fellow astronauts who whirl through the spaces above my head. I am Eli Whitney and Stephen Foster, Tom Edison, Albert Einstein and Billy Graham. I am Horace Greeley, Will Rogers and the Wright Brothers. I am George Washington Carver, Jonas Salk and Martin Luther King Jr. I am Longfellow, Harriet Beecher Stowe, Walt Whitman and Thomas Paine.

Yes, I am the nation and these are the things that I am. I was conceived in freedom and God willing, in freedom I shall spend the rest of my days.

May I always possess the integrity, the courage and the strength to keep myself unshackled, to remain a citadel of freedom and a beacon of hope to the world.

By Otto Whittaker Jr., 1955

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